

High ball practice  
won't develop  
pinch hitters.

# Herbert Kaufman's Weekly Message

Right your blunders or you'll  
wrong your cause.

## Peace and Panic

DO you remember the winter of 1913-14? Can you recall how many men and women were then unable to obtain employment—the bread lines all over the country—the plants that were shut down or run at half time? Do you think that the present wage scales will continue indefinitely? Do you imagine that concerns will be able to carry their current organizations or pay as much for help when peace is declared and a market for billions of dollars' worth of American products no longer exists?

Are you various merchants and employees throughout the United States providing to tide over an inevitable period of readjusting values?

Have you begun to lay aside for a stretch of rainy days, not to mention snowy ones?

Are you forming plans to protect yourselves against possible panics and certain depressions?

Or are you "blowing" your earnings and profits to the last dollar, expanding beyond the limits of safety, acquiring extravagant habits which will intensify future hardships. Haven't you yet learned thrift and foresight—must you always face hard times with empty pockets?

We'll have problems enough before long—problems forced upon us by a recuperating, impoverished, grim, industrious twelve-hour-a-day working Europe.

We can't afford to wrestle with the question of a floundering, disgruntled multitude at home, when we are summoning all our strengths to combat the efficient populations of empires which cannot and will not count costs to human endurance in their necessity to restore industries and regain markets.

America needs every penny that can be put into surplus—the ability to maintain our lead and to furnish work in other quarters for the hundreds of thousands now engaged in the productions of munitions and merchandise only temporarily required abroad depends upon the resources we can conserve now and a sympathetic understanding between capital and labor.

Let each man do his duty by bank balance and savings account and seek to understand the chain of circumstances with which his personal fortunes are inextricably linked.

Wages must fall—hordes of skilled and untrained mechanics, at present drawing the biggest pay in world's history, laid off upon the declaration of peace.

Make hay while the sun is shining, but put some of it in the barn.

## The Cure for Trouble-Hunters

WILD animals can be tamed by kindness, also wild tribes. But experience has shown that most beasts and savages are not responsive to persuasion. Therefore, despite Civilization's insistent desire to accomplish bloodlessly what brute instinct prefers to achieve wantonly, until the beast and savage are eliminated from human nature, the laudable aspirations of logicians and pacifists must abide in patience while we prepare to prevent truculent powers from destroying our cherished lives and possessions.

"Similia similibus curantur," or as some would say, "There's just one way to cure a scap-hunter—give him a bigger snoutful of trouble than he's trying to hand you."

## What Will You Be Doing in 1936?

By HERBERT KAUFMAN

Twenty years from now an entirely different group of men will direct industry, command commerce, control finance, sit in Congress and publish the newspapers and periodicals of the country.

A new set of merchants will operate stores, of which not one brick has been laid, but destined to attain proportions beyond the conception of any retailer of our moment.

Lawyers and artists, physicians and chemists, engineers and architects, whose names are at present unlisted in any professional roster, will rise out of the masses to lead thought and craftsmanship in their several fields of creation and research.

A hundred thousand licenses to power and prominence will have expired by then.

Nobody knows who will be the greatest individuals in 1936.

Why not be one of them—what's to prevent?

Poverty?—that's a passing phase in almost every career of importance: most of us start with nothing in the pocket and everything in the will.

Lack of training?—such a handicap need only be a temporary one. Education is as free as air; there are night schools for day laborers and libraries in every community; between looks and books anybody can learn anything.

Influence isn't worth the seeking—of what benefit is the inside track to a selling-plater or an incompetent man—they're sure to be jockeyed out of place. You have the privilege of entry to any race for success. If your heart's in the running you'll soon strike the winning stride.

Make a plan; organize your ambition. Schedule each day. Put thirty constructive thoughts in your head every month.

Don't ever close your eyes before you've added to your stock of information. Be neither a spendthrift of money nor energy, and by sheer process of growth, advancement is certain.

Focused and persistent endeavor has yet to face its first failure.

It isn't always the brilliant minds that accomplish noteworthy results; they're usually too flighty, over-assured and regardless of orderly procedure.

Capital can do nothing which ideas and tenacity can't duplicate.

No mint can coin sufficient money for a fool's necessities, but a shrewd brain will fill a dozen banks with its mintage.

Where or what you start is a minor consideration, if it starts you; the proper amount of attention and intelligence will yield the same returns in a 5-cent store venture, a rolling mill, a clothing factory, a packing plant or a carpenter shop.

So don't fiddle about and fuddle your wits over the choice of an occupation.

Provided it develops force and sharpens wit, one employment is as advantageous as another.

Elkins and Widener were respectively butcher and car conductor. Whelan of the United Cigar Stores ran a tobacco stand. The Dodge Brothers were country blacksmiths and machinists. The publisher of one New York daily delivered newspapers and the owner of another was a telegrapher.

Three of the twenty largest department stores in the United States were founded by pack peddlers, and the directing partner in our chief mercantile establishment was errand boy to the late owner.

Opportunity has never played favorites. Medieval Japan bestowed highest honors upon Hideoyshi, a wood chopper's lad. Tintoretto rose from the dye vats, and Fame first cocked her eye at Michaelangelo as he stood modeling butter in a scultery.

What will you be in 1936?

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## The City

I AM tired of the rabble,  
Of the fight and blight and gabble,  
Of the hiving and the striving  
And the treacherous conniving  
In this dreary, garish huddle!  
Weary of the tawdry muddle  
With its sin and din and hating  
And relentless dollar baiting;  
Of the cruel money chasing,  
Of the sneers and leers and racing  
After tainted, painted honey.  
My, but human nature's funny!  
How we dream and scheme and scramble,  
Mint our souls for coin to gamble  
To discover in the winning  
Less than we had at beginning.

## When Caution Is a Pickpocket

GUARANTEED investments yield minimum incomes. Certainties are penny earners. A timorous dollar seldom grows larger. Its earnings are absorbed by the rising cost of living.

More vessels are wrecked close to shore than in midocean. Those who venture least, lose most. Profits abound where risks are found. Cowards stand no show at anything. A degree of daring is requisite in all successful operations. Those who wait until innovations are reduced to exactness never share in the advantage which accrues to the inaugurators.

Excessive caution is a pickpocket.

## The Unbeatable Game

HE was as sharp as a fish—and as twisted.

At his final examinations he was temporarily stumped by a paper on English literature. He could answer only one question and but a portion of that; then his peculiar genius provided a bit of strategy to meet the situation.

He opened his composition book, began in the middle of a sentence and brilliantly answered the one fragment of the lone question with which he was acquainted. After which he marked "Book Two" on the cover, signed his name below, tossed it on the professor's crowded desk and sauntered from the room.

That afternoon he leisurely copied from his text books the correct answers to the rest of the paper, slipped the pamphlet in the janitor's rubbish heap, where at his suggestion and to his vindication it was recovered.

Yes, he got his degree. But that isn't the point in this tale.

Five years after graduation the bar association where he was practicing law secured an indictment against "Mr. Sharp," and he is just about half through his penitentiary term.

Prison is teaching him a few truths that he missed at college: one of them is, "The smarter the crook the quicker he falls—the slick ones always take the fool chances."

There's a better man behind an honorable failure than the one behind a dishonorable success.

# Brazil and United States Have Many Points in Common

BY CHARLES M. PEPPER.

THE delegation of American business men and financiers which is visiting Brazil calls attention to Brazil's commission which is to come to the United States.

The United States commission is one of the series of return-visit delegations growing out of the financial conference held in Washington in the spring of 1915. Similar commissions have visited nearly all the other South American countries. The Brazilian one, for various causes, has been delayed until it is among the last.

The United States delegation has no official character, although it has official endorsement. It does not represent the government directly, but it represents the present policies of the government in encouraging closer commercial relations with the Latin American countries.

The Brazilian commission is more of an official body. Its members are selected by the government and represent the government.

The Brazilian delegation is known as the commission of industry and commerce. This term really defines its broad scope, for it is actually several delegations or commissions, each representing a special branch.

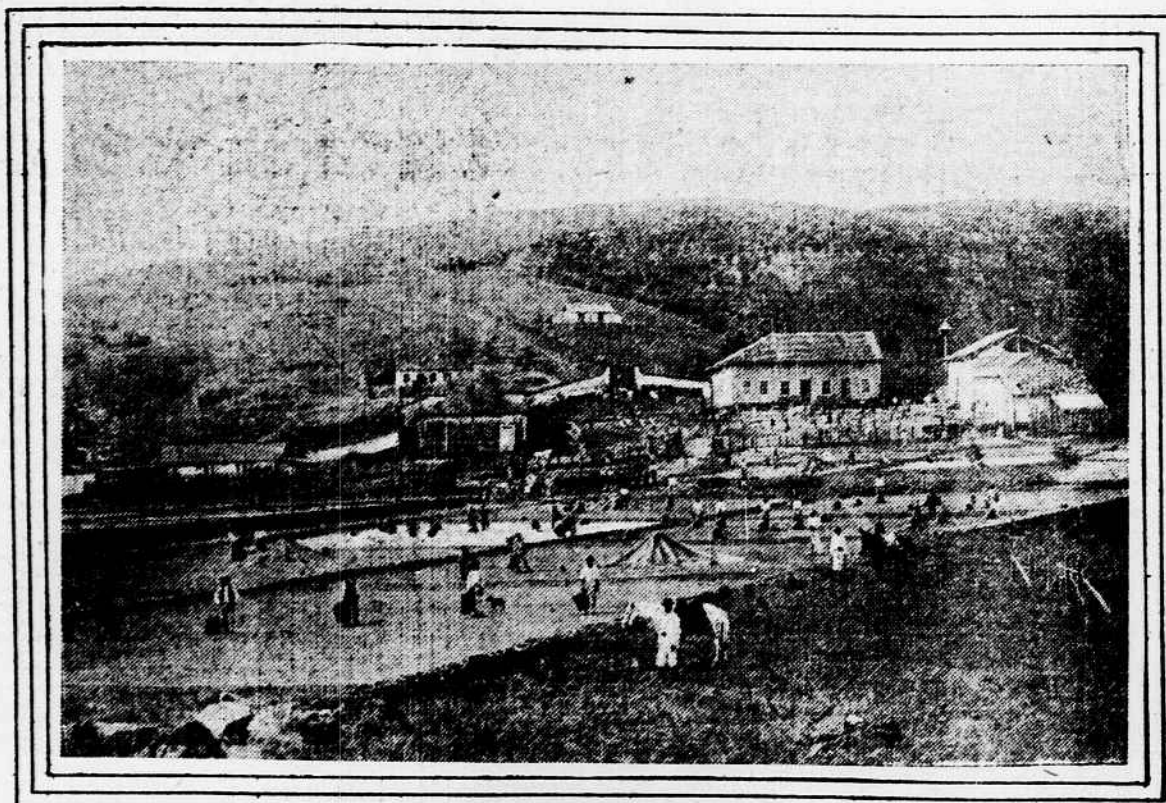
The industrial idea is prominent in the forthcoming Brazilian visit. Brazilian public men have noted much similarity between their country and the United States. This is not only in area, but in resources and the problems of development.

The national wealth which these resources consist of is not entirely of similar character. Since a large section of Brazil is tropical, and there is only a small section of the United States that may be considered even sub-tropical, but problems of internal development and of exploiting the wealth of the soil are not essentially dissimilar, whether in the tropics or in the temperate zone.

Brazilian statesmen have seen that some of the problems which confronted the United States half a century ago are those which now confront Brazil, and they think that they may draw useful lessons from our experience and methods.

The United States, of course, can offer nothing in the way of suggestions regarding the cultivation of coffee. The state of Sao Paulo, which is one of the most progressive in Brazil, and which is the greatest coffee-producing region in the world, has studied that subject until there is little that it has to learn.

In the state of Bahia, in the north, or chocolate production, lessons are drawn from Ecuador and from Portuguese Africa, but naturally not from the United States.



ON A COFFEE PLANTATION IN SAN PAULO.

concerning which Brazil may learn something from the United States. A considerable area of central and northern Brazil is capable of producing cotton, and the native crop is an important export for home consumption, while in a lesser degree it enters into the export trade. Recently, a cotton congress was held in Rio de Janeiro, and much of the discussion was based on what could be learned from cotton growing in the United States.

The live stock industry also is one to which Brazil may look for suggestions. A large part of southern Brazil affords splendid pasturage. There are great unsettled sections with an area much larger than that part of the United States which was given over to ranches thirty or forty years ago.

many of her factories which already have been established have been based on the utilization of the water power on the coast strip.

Some enthusiastic Brazilians think that they have as great a resource for their cotton mills in the matter of waterpower as have the southern states of the United States, but the soundness of this view has not yet been demonstrated. However, undoubtedly there is enough water power to justify a detailed study of its possibility in the light of the experience of the United States.

In the United States more attention has been given to the commercial commission than the industrial sections, because of the great interest in the United States, to Brazil to take charge of this branch of their industry. He soon found what the drawbacks to the live stock industry were, and how far the experience of the United States could be drawn on to overcome them.

An intimation has been given that one branch of the Brazilian commission while in the United States will give special attention to what can be learned regarding the development of water power. Brazil has a national policy which looks to the building up of home industries. She has practically no coal, except in a few isolated localities, and

ity through its great staple crops of tropical agricultural products. The world is always going to buy coffee and rubber and cacao, and Brazil has them in abundance.

In the general trade balance the Brazilian commission will not find any cause of complaint against the United States, for this country is the principal consumer of Brazilian coffee buyers and largely that the balance always is in favor of Brazil. Its purchases have been large enough almost to compensate for the temporary loss of the Hamburg market during the war.

Not long ago every person in the United States was consuming on an average of seven and a half pounds of coffee annually, and seven pounds of it came from Brazil, although many of the consumers in the United States thought they were drinking Java and Mocha, and other supposedly high-grade coffee.

count of the war, Brazil has been very slowly emerging from the industrial and financial prostration which so greatly impaired her own buying power. Relatively she is now purchasing more in the United States than formerly.

When England became a bit stingy with coal, because of her own war needs, Brazil began to draw on the coal mines of the United States. The trade thus established is likely to be permanent.

Textile mills in the United States apparently have profited little on account of the interruption of Brazil's trade with Europe due to the war. In the coarse grades of cotton fabrics American mills have not sought to compete with the Brazilian mills, which

are fostered by high protective duties, and silks and other fine textiles have continued to be imported from Europe so far as there have been importations. Export trade experts in the United States during the last year or two have been giving more attention to the Brazilian market for iron and steel products and agricultural implements. That has been depressed because the financial prostration stopped railway construction and other forms of development enterprises, but this is a temporary condition and does not impair the value of the market as a permanent field.

American manufacturers who are seeking to enlarge their market in Brazil or to gain a foothold in it are constantly bringing pressure on the

State Department to secure tariff preferences. The present preferential list is not an extensive one.

Flour is the chief commodity. American flour mills found themselves losing the Brazilian market until Secretary Knox persuaded the government of Brazil to increase the tariff preference from 20 per cent to 30 per cent. British capital, which is largely interested in Brazilian flour mills, and Argentine wheat growers, who ship wheat to these mills, at times make a determined effort to have the concession entirely removed, so that American flour

will have to pay the same rate of duty that is provided in the general tariff. If this should be done the flour mills of the United States would lose the Brazilian market entirely.

The Brazilian government heretofore has resisted this pressure, although it was of a strong political character. The government has been more than justified in its course.

Not half of 1 per cent of Brazilian products imported into the United States are subject to duty, and the immediate families of active members. The War, State and Navy Club is not only the result of Mr. Leitch's efforts, but the outcome of another organization as well. Several months ago, knowing that Mr. Leitch had shown a marked interest in the progress of the Home Club, several employees of the State Department came to him and asked him why he didn't start a similar organization in the War, State and Navy departments.

This Mr. Leitch undertook to do. After several weeks of work among the employees of the many divisions Mr. Leitch came across a man who was also interested in club work. But this man, Mr. Grud, was interested in forming a century club, to be composed of 100 young men. After talking with him about the proposed club, Mr. Leitch decided to form a century club, to be composed of 100 young men. Mr. Leitch did so, and in a short time the century club was formed. It was a very enthusiastic part of the War, State and Navy Club.

## Day of Progress.

GLENN H. CURTIS, the aviator, was talking in New York about the 1,000-horsepower triplane and what may be expected of it.

"It's a day of skepticism in flying and most other things," he ended, "is past. Today is no day for the skeptic. 'The man who moves so rapidly today, in fact, the skeptic who says, 'It can't be done,' is continually being interrupted by some chap doing it."

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## War, State and Navy Newest of Government Clubs.

A CO-OPERATIVE CLUB for every department of the United States government is the hope of a number of Uncle Sam's officials. Already the Home Club exists in the Department of the Interior, and recently the War, State and Navy Club was organized.

The Home Club is an organization, considered impossible at its inception, which has come to be regarded with envy by employees of other departments. The War, State and Navy Club is the second link in the chain of organizations which have for their general aim the betterment of conditions for government clerks in the matter of recreational advantages, buying facilities and educational opportunities.

The War, State and Navy Club, the latest addition to the chain, is already on the road to doing big things along lines somewhat similar to those of the Home Club.

The officers are W. H. Budd Leitch, president, War Department; Michael D. Schaefer, vice president, Navy Department; W. Arthur Storm, recording secretary, Navy Department; Mrs. Evelyn M. Ford, corresponding secretary, War Department; Alton R. Hodgkins, treasurer, State Department. The officers, together with S. W. Sowerbutts, War Department, and M. Grud, Navy Department, form the executive committee.

The organization has already received the commendation of two of the Secretaries, while the third has verbally expressed his approval of the club and its aims.

Secretary of State Lansing, in his letter to the president of the club, said: "I feel quite sure that such an organization properly conceived and carried forward would be the means for the accomplishment of mutual interest and pleasure among its members. The social interest is strong among mankind and personal acquaintance developed in a beneficial and congenial atmosphere would, almost certainly, prove of advantage in official dealings and relations."

Secretary of the Navy Daniels wrote: "I believe this club can be made a most helpful and uplifting association. Any movement that will tend to increase better feeling and contentment among the government clerks and which will increase their efficiency in the departments is worthy of commendation. The club has my best wishes for its future success and usefulness."

In speaking of this part of the work Mr. Leitch said: "Our purpose is to provide the ad-

vantages of a co-operative club and clubhouse: to provide educational classes and features, recreation advantages of all kinds, lunch and dining service, and rooms at a greatly reduced cost to the members, yet of a superior quality. In addition it is planned to start a co-operative buying feature, whereby members can increase the purchasing power of their money from 10 to 50 per cent.

Having at the present time several hundred members, the club has more

only the hotel itself, but also all its equipment, will be in a position to offer the best at a least cost. We will have a self-sustaining organization instead of merely a rented meeting place. The plan, as unusual as it may sound, is as far from impossible, I have investigated it from all sides, and have talked not only with men who are versed in matters pertaining to club management, but to bankers as well, and all have pronounced the idea sound.

"It will be possible to give two people a room, large and well furnished, and having twin beds, including phone and elevator service, for \$25 a month; that is \$12.50 apiece. In addition, it will be possible, by doing away with unnecessary service, to give an excellent meal for a quarter, either lunch or dinner.

"And in addition to all this, the dining room of the clubhouse will dovetail with the co-operative buying phase of the club work. I hope eventually to have our own butcher and buyer. The butcher would not only care for the meats used at the club, but would also insure choice cuts to the members at their homes. By having one person who did nothing but look after the meat, price and quality could be so arranged that the most satisfactory results would be insured.

"Of course there will be the regular features which go to make up any club. Bowling alleys and pool tables will soon be opened for the members, while it is hoped that a swimming pool will shortly be at their disposal. As for the entertainments and educational classes they will be arranged for in the early fall."

Another special feature which Mr. Leitch is particularly interested in is one which he originated himself. A committee will have a charge of looking after all those government clerks who come here "from home." Having come here himself, without friends or any knowledge of the city, he confesses that he would have appreciated having some place to go where he would have been sure of a welcome. It is to all just such a need that Mr. Leitch will aim.

He also points out the fact that branches of the three departments forming the club are scattered all over the United States, as well as in foreign countries. If a general clearing house could be established it would facilitate the employees in securing transfers and information about other offices, points about which it is difficult to obtain information at the present time.

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Active members are employees of the three departments and must, in addition to their dues, own at least one share of stock in the company. The club is capitalized and incorporated at \$50,000, each of the 10,000 shares having a par value of \$5.00, and paying 6 per cent interest.

All money raised from the sale of stock will be used exclusively for the maintenance of the club itself. Expenses arising from entertainment features, educational classes, etc., will be defrayed by money received as dues. Associated members are those in the immediate families of active members.

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